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19 October 1962

MEMORANDUM FOR: Director of Personnel  
Director of Training

SUBJECT : Nominations for Senior Officer Schools

25X1A9A 1. As an assistance to me in my participation in the selection of candidates for senior officer schools I asked [REDACTED] who has recently joined the Director's staff, to look over the biographical sketches and to let me have his views. I felt that being fresh from a field assignment he might give us some ideas as to how we can improve this exercise. I was not disappointed and wish to relay to you several of the comments that he made.

a. It appears that very little real thought has been given on the part of supervisors in the great majority of cases for proposing specific individuals for specific schools. Supervisors seem to have only a superficial idea of the curriculum of each school and therefore there is often little reason for picking one school instead of another. There is little information provided in the case of any nominee as to what the nominee can do for CIA at school or what he can contribute to the school.

b. Fitness Reports, as included here, are practically worthless. Only four or five reports out of fifty tell you anything about the individual. They're all "hardworking, diligent, well motivated and experienced". These Fitness Reports are sterile in a case like this.

c. Suggest that nominations be given more thought in the career planning of individuals, i. e., appropriate candidates be considered several years before attendance so they can, if at all possible, be prepared for the right school at a logical time in their career development.

d. In order that all CIA employees attending service schools can be effective missionaries for the Agency, would it be worthwhile for them to get carefully briefed as a group before attendance on such vital and current topics as: the role of the DCI in the U. S. Government intelligence picture; counter-subversion/insurgency doctrine and what the Agency is doing, and other topics of a similar nature? Also, if a question comes up at school to which the CIA representative should address himself, is there a central place in this building where he can ask for a quick answer?

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e. DD/S "generalists", particularly those who will support stations in the field, should get a mid-career schooling by OTR on DD/P matters so that they can support the station better. It is difficult to see how global strategy helps them much except to divorce them further from the case officers doing the basic work. They could learn something of communications problems to enable them to better deal with the [REDACTED] officer on communications matters. They might learn audio surveillance and counterinsurgency techniques so they could give better logistical support to the case officers. DD/S personnel should be more fully indoctrinated in CIA business abroad before learning how the services work.

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2. I think these are worthy of consideration, and in the year we have until the next selections we should work on them.

(signed) Lyman B. Kirkpatrick

Lyman B. Kirkpatrick  
Executive Director

Orig & 1 - D/Personnel, via DD/S  
✓ 2 cc - D/Training " "  
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